**Project Name**

**Project Plan** For Non-Major Medium projects ($100K-$1M)

|  |  |
| --- | --- |
| **Project Sponsor:** | **xxx** |
| **Author:** | **xxx** |
| **Version:** | **xxx** |
| **Revision Date:** | **xxx** |



(Change this logo out to the agency’s logo, and delete this blue text)

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# Introduction

 **(Delete all instructions and update the table of contents prior to finalizing document.)**

**This project plan is intended to be a “living” document and can be changed if the needs of your project change. Sponsors can approve changes to the project plan, though larger or material changes may need a recommendation from the Project Advisory Team and/or go through the Integrated Change Control process.**

## Purpose of This Document

The purpose of the project plan is to define the project scope, schedule, budget, and quality expectations of the project, and to provide a comprehensive strategy for managing the project.

## Background and Project Purpose

This information may be transferred from the background section of the project charter and updated as necessary. Include a description of the project – what the project is going to be providing.

xxx…

## Project Assumptions and Constraints

The project has the following assumptions:

Note that for every assumption, you should create a project risk in case that assumption proves not to be true.

Assumptions are not typically related to functionality of the system (e.g., the system will have a module that can do x, or the system will be user friendly). If you want those things, they should be part of the system requirements.

* xx (examples: “The agency will be awarded the xyz grant to continue project funding,” “The legislature will approve carry over funding to finish the project,” or “xyz project will finish on x date so that agency staff can be allocated to this project”)
* xx

The project has the following constraints:

Note that for every constraint (except the Cost/Scope/Schedule/Quality priorities), you should create a project risk in case the project is unable to meet the constraint.

Constraints are things that cannot move. For example, if you say that your project cannot exceed $x, it means that you cannot go over that amount. If the agency has additional money that they can throw at the project, the budget is not a constraint.

* xx (examples: “Federal regulations require that this project be completed by 12/31/2023” or “Business resources on this project cannot exceed 25% of their time”)
* xx
* Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize as follows: Consult with sponsor and arrange according to project priority (example of how this works: if Cost is #1, the project may give on Quality, potentially decrease scope, and adjust the schedule to keep the costs from exceeding the budget).
1. Quality
2. Scope
3. Cost
4. Schedule

## Project Repository

Due to the reporting required out of ND VIEW, all projects are required to use this tool and associated repositories.

* Project documents: -Tm-IT-PMO-*insert team site here*
* Project schedule: ND VIEW
* Organizational change management: Prosci’s Proxima Offline and ND change management tool kit
* xxx Consider if there are other systems that will be used to assign and manage project work and assignments, such as ServiceNow or ADO

North Dakota Information Technology’s (NDIT’s) current retention schedule for project documents (under Record Series #801203) requires that project repositories and associated documents be available for six years after the project is closed. To maintain the integrity of the repository, access will be removed for the project team, but the repository will be available to the NDIT Project Management Office (PMO) during this time. After six years, the project information will be deleted.

# Governance

## Project Advisory Team (PAT)

The Project Advisory Team (PAT) is responsible for providing strategic guidance and support to the sponsor throughout the project. The team will offer insights, facilitate decision-making, assist in navigating challenges, and ensure the project aligns with organizational objectives. The PAT membership may change as the project progresses, depending on the needs of the PAT and the project. The sponsor will chair the PAT.

For this project’s execution and closeout, the PAT will initially consist of the following roles: project sponsor, project compliance coordinator (PCC), state procurement officer, … (examples of other possible roles: fiscal analyst, executive stakeholder), and will meet monthly. (meeting cadence can be decided by the sponsor or the PAT)

The PAT will be informed and/or provide recommendations that include the following:

Following are typical items that the PAT may want to be informed on or provide input on during execution and closeout. Add or change these items with the input of the sponsor and/or the PAT.

* Variance to baselined budget and timeline
* Additional procurements
* Ongoing project status
* Significant changes in scope, budget, or timeline
* Introduction of significant project or agency risks or issues
* Concerns with meeting the budget and timeline
* Changes in project direction

## Project Role Organizational Chart

This organizational chart should be customized based on the individual project hierarchy. The recommendation is to enter the names of each project team member and the role they are filling into ND VIEW vs. entering them into this chart, as if any of the names change, this plan will need to be updated.

Insert the organization chart below – remember to add a Figure Title. It can be created within this document in MS Word, or it can be created in another application, such as Visio, and copy/pasted.

An organizational chart template has been included below – the original (created in Visio) is located on the PMO Teams site [here](https://ndgov.sharepoint.com/%3Af%3A/r/sites/-Tm-IT-Project-Management-Office/Shared%20Documents/General/PM%20Knowledge%20Center/Templates/Project-Program%20Plan%20Org%20Chart%20Templates?csf=1&web=1&e=uwY17D) (contact your PCC for access if you are not part of the PMO), in case you need to modify for your project.



Figure 1: Project Role Organizational Chart

## Authority/Responsibility Matrix

The responsibility matrix should be customized for each individual project when assigning the resource responsibilities. If there is a change in a management plan, this matrix may also need to be adjusted accordingly.

The below matrix is adjusted to reflect specific project work. Recommendation is that each deliverable have its own line, as responsibilities may differ for each deliverable.

To provide information on what “typically” happens, the RACI has been filled in already. Reminder to adjust this matrix to reflect the roles you’ve described above.

If you have an Agile project, you may need to enter in the product owner and scrum master roles, though the product owner may be your sponsor.

Recommendation is that only one role is noted as “Responsible” for each line and only one responsibility is entered for each role

The following section describes the authority of those involved in the project, lines of accountability, and the flow of information:

Table 1: RACI Matrix

| **R** | Responsible – person who does the work to complete the task | **PAT** | **PCC** | **Sponsor** | **Project Manager** | **Vendor Project Manager** | **Vendor Project Team** | **State Project Team** | **Change Practitioner** | **Procurement Officer** | **xx** | **xx** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A** | Approval/Accountable – person who signs off or is answerable for the thorough completion of the task |
| **C** | Contributor/Consulted – person whose opinion is sought to complete the task or who contributes to the task effort |
| **I** | Information Only/Informed – person who is not an R, A, or C and needs to be informed about the task by the role noted as Responsible |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ensure requirements of project management laws and STD009 are met |  | A |  | R |  |  |  |  |  |  |  |
| Review and provide guidance and direction on project documentation and processes |  |  |  | R |  |  |  |  |  |  |  |
| Facilitate PAT meetings |  |  | R | C | C |  |  |  |  |  |  |
| Organize and lead procurement |  |  | C | C |  |  |  |  | R |  |  |
| Create RFI/RFP/Work Order documents | I | I | A | C |  |  |  |  | R |  |  |
| Negotiate contract | I | I | A | C |  |  |  |  | R |  |  |
| Act as primary contact between state project team and sponsor or PAT |  |  |  | R |  |  |  |  |  |  |  |
| Act as primary contact between vendor and project sponsor or PAT |  |  |  | R |  |  |  |  |  |  |  |
| Facilitate overall project team communication |  |  | C | R | C |  |  |  |  |  |  |
| Delegate and assign activities to project team |  |  |  | R | C | I | I | C |  |  |  |
| Project plan and schedule deliverable | I | C | A | R | C | C | C | C |  |  |  |
| Organizational change management deliverable(s) (maybe the assessment, strategy, or other information the change practitioner will be delivering) | I |  | A | C |  |  | C | R |  |  |  |
| xx (other deliverable, typically vendor’s) |  |  | A | C | R | C | C |  |  |  |  |
| xx (other deliverable, typically vendor’s) |  |  | A | C | R | C | C |  |  |  |  |
| xx (other deliverable, typically vendor’s) |  |  | A | C | R | C | C |  |  |  |  |
| xx (other deliverable, typically vendor’s) |  |  | A | C | R | C | C |  |  |  |  |
| Schedule and facilitate NDIT reviews (may not be applicable) |  |  |  |  |  |  |  |  |  |  |  |
| Lead user acceptance testing |  |  |  |  |  |  |  |  |  |  |  |
| Manage contract (e.g., vendor payments, legal enforcement) can be the agency’s contract manager |  |  |  | R |  |  |  |  | C |  |  |
| Validate vendor invoice prior to payment |  |  | C | R |  |  |  |  |  |  |  |
| Manage and execute the project plan |  |  | C | R | C | C | C |  |  |  |  |
| Manage project schedule, scope, and budget |  |  |  | R | C |  |  |  |  |  |  |
| Update project schedule in ND VIEW |  |  |  | R | C | C | C | C |  |  |  |
| Recommend corrective course of action for the project, if necessary |  |  | C | R | C | C | C | C |  |  |  |
| Monitor and control project risks, issues, and action items |  |  |  | R | C | C | C | C |  |  |  |
| Validate status dashboard | I | I | C | R | C | C | C |  |  |  |  |
| Manage project repository |  |  |  | R |  |  |  |  |  |  |  |
| Post-implementation report deliverable | I | I | A | R | C | C | C | C |  |  |  |
| Archive project documentation |  |  |  | R |  |  |  |  |  |  |  |
| Perform project cleanup (e.g., vendor security access) |  |  |  | R |  |  | C | C |  |  |  |

# Scope Management

## In Scope

In addition to the deliverables of the project, this section should include those processes that are within the scope of the project but may not be defined as a deliverable in the acceptance management log. The list included with this template should be modified to meet the needs of the individual project.

For example:

* Gap analysis and Gap Analysis Matrix deliverable
* System configuration
* Testing
	+ Test Management Plan deliverable
	+ System testing
	+ User acceptance testing scenario development
	+ User acceptance testing
* Training
	+ Training Management Plan deliverable
	+ End user and administrator training and documentation
* Organizational change activities
* Implementation of the x product to include:
	+ x module
	+ x interface
	+ …
* Closing
	+ Project team surveys
	+ Post-Implementation Report deliverable
	+ Project Closeout meeting

## Out of Scope

*Sometimes it is as important to state what is out of scope for the project as it is to state what is in scope to ensure complete understanding of the scope of the project when entering the planning phase. A good rule of thumb is that if there was a decision to specifically not include something in your project, include it here. This section should also include any standard processes the agency chooses or receives permission to bypass. These items often have an associated risk that should be documented.*

*The list included with this template should be modified to meet the needs of the individual project.*

Any element not listed as “in scope” is considered out of the scope of the project. However, specifically, the scope of the project does not include:

Examples:

* The <component> of the <product>
* The interface to <system>

## Deliverable Expectations

**If this is a vendor project, expectations and acceptance criteria should be defined in the contract, and this table can be deleted**.

Have a conversation with the customer to determine what “good” looks like and what they are expecting to receive for each deliverable. You can use the table as is or add acceptance criteria for each item along with expectations.

Fill in/change as applicable.

Table 2: Deliverable Expectations

| **Deliverable** | **Deliverable Expectations** |
| --- | --- |
|  |  |
| Project Plan and Schedule | Documents created with the sponsor and project team during planning meetings, and finalized when the parties reach a mutually agreed-upon baseline scope, schedule, and budget. |
| Organizational Change Management | Document(s) created with the sponsor and change team to address the change the project is producing, including: adjust this list to what the change practitioner will be providing* xxx
 |
| User Acceptance Package | Document containing a summary and results of the agency testing:* User Acceptance Plan
* User Acceptance Testing Cases
* User Acceptance Test Scripts
 |
| Training | Training provided to the system users, including documentation |
| Implementation and Transition Plan | Implementation content that contains specific information about the implementation (e.g., architectural diagram, information on the environment, tasks and strategy for the implementation) |
| Final Acceptance | Approval to implement the product upon completion of User Acceptance Testing |
| Post-Implementation Report | Document containing final project metrics, measurements of the project objectives, and the responses from the project team surveys completed at the end of the project |

# Project Schedule

The schedule for this project will be maintained using the State’s ND VIEW tool. The project schedule will be baselined before work on activities begins, and performance will be measured against the baseline.

Instead of using text or a table to communicate the high-level timeline, consider creating a graphical representation of the schedule which can be used to communicate both the original schedule and any changes to the PAT and/or stakeholders (see Option 1 below for an example created in Visio). Should you choose to use text to communicate the schedule, you may use Option 2 below. **Delete the unused option.**

**Option 1:**

Following is the high-level schedule for this project:

Example using the timeline displayed in the Schedule area of ND VIEW. Create this in MS Project client by selecting the WMS summary tasks you want to appear on the Project Timeline. To do this… go to the View tab, check the Timeline box to see the timeline; then go back to the Task tab, choose the summary tasks you want to appear on the timeline and click Add to Timeline. Remember to add a Figure Title to the picture below.



Figure 2: High-Level Project Schedule

# Project Budget

The table below illustrates the project budget.

Fill in/change as applicable, including adding or deleting rows or columns.

\*\*Reminder that the project budget includes the implementation costs plus the first year of hosting, licenses and/or maintenance and support.

A couple of explanations:

* Risk Contingency is included in the baseline project budget and is used for the “known unknowns” such as those items that are identified as project risks (e.g., missed business requirements, cost overruns, additional resources, and known potential additional scope); use of these funds shifts dollars from Risk to another line item; **it is expected that there are risk days included in the schedule to accommodate use of these risk dollars and so no re-baselining will take place for additional scope that uses these dollars**
* Management Reserve is above and beyond the baseline project budget, and is funding the agency has identified in advance to be used for the “unknown unknowns” such as those items the agency couldn’t predict they would need as part of the project (e.g., additional scope they didn’t foresee); use of this funding increases the baseline project budget – note that this is OPTIONAL and the agency may not have a dollar amount or funding identified for this purpose

Table 3: Project Budget

| **Line Item** | **Project Budget** |
| --- | --- |
|  |  |
| Hardware | $0 |
| Software Implementation | $0 |
| Year 1 Hosting | $0 |
| Year 1 Licenses | $0 |
| Year 1 Maintenance/Support | $0 |
| Consulting | $0 |
| Training | $0 |
| Project Management | $0 |
| Travel | $0 |
| **Subtotal**  | **$0** |
|  |  |
| Risk Contingency | $0 |
| **Baseline Project Budget Total** | **$0** |
|  |  |
| Management Reserve | $0 |
| **Agency Budget Total** | **$0** |

Table 4: Estimated Ongoing Costs

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| Hosting | included above | $0 | $0 | $0 |
| Licenses | included above | $0 | $0 | $0 |
| Other??? delete if necessary | included above | $0 | $0 | $0 |
| Maintenance/Support | included above | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$0** |

# Communication Management

Following is the information on project team and stakeholder communication for this project:

As with the rest of this plan, this section is intended to be “living” and can be changed and modified as necessary to meet the needs of your project. For communications specific to organizational change management, you can incorporate them into this project communication plan or keep it as a separate document – whichever works better for your project. Note that if you do use the project communication plan, change management communication typically lasts beyond the project, and so you will want to work with the change practitioner (if it isn’t you) and the agency on assigning responsibility for maintaining this plan past the project completion.

Table 5: Communication

| **Communication** | **Message Content** | **Frequency or Timing** | **Author(s)/ Sender** | **Audience** | **Delivery Mechanism** | **Approval Required?****(Approver)** |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| Meeting Minutes | Written record of meetings that require it | Various | Meeting facilitator or designated note taker | Meeting attendees and interested parties | Project Teams Site | Yes(attendees) |
| Progress Reports | Summarize individual progress and plan upcoming activities; includes information required to update the schedule | Weekly | Vendor project manager, team members | Project manager, other team members | Project Teams Site | No |
| Project Status DashboardCan also use the Portfolio Dashboard | Summarizes project progress, completed and upcoming activities, risks and issues, actual costs, and budget and schedule variance | Bi-weekly | Project manager | Project team members, sponsor, PAT, executive management | PMO Project Reporting Teams Site | No |
| xxxAdd planned communications specific to organizational change management based on the results from assessments and the Impact Index |  |  |  |  |  |  |

# Quality Management

## Project Quality Assurance

Following are the quality assurance processes for this project:

* Integrated change control – verifies that any changes to quality during the project are discussed and approved by the appropriate person
* Monitoring schedule and cost variance – ensures oversight of the project schedule and cost in relation to the project baseline to provide visibility to any potential project schedule or cost issues
* PCC – ensures compliance of the project with STD009
* Definition of deliverable acceptance criteria and/or expectations – verifies that the deliverables are of an acceptable quality and meet the customer’s expectations
* Acceptance management – verifies that the deliverables are of acceptable quality and that they meet the established project requirements
* Peer review of project management documents – provides documents associated with management of this project (e.g., project charter and this project plan) a review by the PCC for clarity and implementations of previous lessons learned

## Product Quality Assurance

Following are the quality assurance processes for the product produced by this project:

If there are any vendors participating in this project, review and include their quality processes.

Add or remove as necessary.

* Prototype walkthroughs – screen shots are shown to the appropriate user group to confirm that the requirements were understood and the system designed correctly
* Unit testing – happens periodically during development to ensure sections of code are meeting the design specifications
* System testing – verifies the system operates per the design specifications
* Regression testing – retests a modified system to verify that the fix did not introduce any additional errors
* Performance/Load testing – ensures the system can support the number of users or data; automated test that may utilize existing test scenarios to determine system performance and identify any system issues
* Compliance (accessibility) testing – ensures the system is compliant with the Americans with Disabilities Act
* Security testing – ensure that the system adheres to appropriate security levels; test vulnerabilities, as well as user roles and data security
* Agency/User acceptance testing – ensures compliance with the design and that the system operates as expected using “real life” scenarios

# Organizational Change Analysis

Describe the change the project will create and who will be affected. Ideally, the change assessments will have been done prior to this project plan, or at least early conversations had with the agency to understand the changes and impacted people at a high level.

This project will impact the following groups:

* …
* …

The key changes this project will produce at a high level are:

* … (Example: Members of the public are now required to enter their information online via the agency’s website vs. sending in paper copies of the required forms)
* …

This project will use the State’s methodology (based on Prosci) and organizational change management process to assess and address organizational change for the impacted groups and create a change management plan deliverable for this project. Elements in the change management plan may overlap with this project plan but will likely address topics beyond the project scope and schedule.

# Implementation and Transition Plan

The Implementation and Transition Plan discusses how to transition the project from the project team to the organization (e.g., post-implementation activities, organizational change, end-user support, and any plans for ongoing training).

For most projects this is usually a standalone plan, likely a deliverable by the vendor, due to the level of detail required, and because transition details will not be known until closer to deployment. Up front, feel free to add any details known at the time into this project plan.

To assist with discussions around the implementation and transition of the solution, following is a link to the implementation checklist: [Implementation Checklist](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/implementation-checklist.docx).

If this plan is not provided by the vendor as a separate deliverable of the project, you can put the information here, or use a template and create a separate deliverable. Following is the link to the implementation and transition plan template: [Implementation and Transition Plan Template](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/implementation-transition-plan-template.docx).

This plan is a separate deliverable of this project and therefore not included as part of this project plan.

# Integrated Change Control

All change requests will be documented in ND VIEW.

All change requests must be approved or rejected by the sponsor (with a possible review and recommendation from the PAT).

Steps for the change control process are as follows:



Figure 3: Integrated Change Control Process

# Decision Management

Decisions made during the project are an integral part of the project process. Though they are documented in locations such as meeting minutes, a comprehensive area for all decisions is helpful for reference purposes.

This project will document all major decisions in ND VIEW.

The project team may choose to document other types of decisions, in addition to the ones above. Decisions made regarding specific risks, issues, or change requests will be documented in those items only.

# Risk Management

A risk is an event that has the potential to occur. The practice of risk management is intended to plan and prepare for those possibilities and identify new potential risks throughout the duration of the project.

All risks will be documented in ND VIEW.

The process for flagging and managing risks is as follows:



Figure 4: Risk Management Process

# Issues Management

An issue is defined as any point at which an unsettled matter requires a decision. If a risk occurs, it can become an issue, and conversely, a new issue can generate new risks.

All issues will be documented in ND VIEW.

The procedures for handling an issue are as follows:



Figure 5: Issue Management Process

# Action Item Management

An action item is defined as a question, problem, or condition that requires a follow up activity for resolution. If unsettled, an action item can become an issue or a risk, depending upon the severity of the impact.

All action items will be documented in ND VIEW.

The procedures for handling an action item are as follows:



Figure 6: Action Item Management Process

# Human Resource Management

New members will be provided necessary security access and given a copy of the charter and project plan. New members will meet with the project manager for a short orientation regarding the project status, goals, expectations, responsibilities, and roles.

Members of the project team that are leaving the project will be asked to have a meeting with the project manager to debrief prior to their last day. The purpose of this meeting will be to gather outstanding information, obtain status of any work, reassign any issue resolutions or action items, discuss replacement if necessary, terminate security, and obtain any comments or concerns regarding the project.

# Procurement Management

Project procurement management includes the processes necessary to purchase or acquire goods and services from outside the project team. It also includes the contract management and integrated change control processes required to develop and administer contracts or purchase orders issued by the project.

The following processes will be followed for the procurement management of this project as required by the State of North Dakota OMB: <https://www.omb.nd.gov/doing-business-state/procurement/procurement-laws-rules-guidelines>.

* Contact the OMB Procurement Officer assigned to the project and the agency purchasing agent
* The processes of submitting an RFP, obtaining responses, selecting a seller, and awarding a contract can be located at <https://www.ndit.nd.gov/services/it-procurement>
* For the process of submitting a work order (vendor pool), refer to <https://apps.nd.gov/csd/spo/services/bidder/listCurrentContracts.htm> and reference the State Term Contract 095, IT Professional Services Contract Pool
* For an NDIT service, create a request through the [NDIT Service Portal](https://northdakota.service-now.com/serviceportal)
* The PAT may provide recommendations on procurement approaches, and negotiation and execution of contracts